

## Leadership and Management Development Programs (LMD) Program Descriptions

### BUSINESS EDUCATION PROGRAM (BEP)

**Target Audience:** Senior NASA managers.

**Prerequisites:** Designed for current or prospective senior NASA managers.

**Format:** 5-day intensive residential program. Instructors from the Darden Business School of the University of Virginia address the business-oriented competencies of the NASA Leadership Model using lectures, in-class casework, and exercises. Instructors from NASA and other Government organizations adapt case studies to the NASA environment.

**Program Overview:** Strategy Formulation is covered for 1½ days. The role of strategy in the organization, the three organizational levels of strategy, and the meaning of competitive advantaged are addressed. 1½ days are spent on Partnership Formation, including building alliances and partnerships. Topics include alliance formation and management. The Business Environment covers business strategy and decisions in an environment strongly influenced by the Administration and Congress and features speakers from organizations such as the Office of Management and Budget and Congress. In a 4-hour session, commercial finance and accounting is reviewed through lecture, a case study, and group discussions to provide a foundation in Finance. NASA speakers present the unique aspects of the NASA environment.

### MANAGEMENT EDUCATION PROGRAM (MEP)

**Target Audience:** Branch or Division level managers who have at least three direct reports.

**Prerequisites:** Designed for GS 14-15 level personnel who typically manage multiple organization units. MEP is not appropriate for previous attendees of MIP.

**Format:** 10-day residential program.

**Program Overview:** Provides skills in expanding the manager's understanding of management practices, leadership accountabilities, and impact on the work unit culture using lectures and discussions, hands-on exercises and case studies. Increases the use of effective management processes regarding individuals and groups and enhances understanding of the principles of managing change. NASA leadership accountabilities, the manager's role in strategy implementation, globalization, and in strategic partnerships and alliances provide a comprehensive overview of management in the NASA environment. Senior leadership presentations and the Administrator's perspectives further this understanding. Individual work unit human factors are major topics including management practices and 540 feedback; personality and its impact; work unit climate; and managing stress through humor. Topics such as managing change, time, and agreement provide effective tools and techniques. Instruction and participatory exercises demonstrate effective management processes and enhance understanding.

## MANAGEMENT EDUCATION PROGRAM/MANAGING THE INFLUENCE PROGRAM FOLLOW-ON (MEP/MIP-F)

**Target Audience:** Participants who have completed the MEP or MIP at least twelve months prior to the Follow-on Program.

**Prerequisites:** Designed for GS 14-15 level personnel who have completed the MEP or MIP.

**Format:** 4-day residential program using presentations from Agency senior leaders and external faculty.

**Program Overview:** Offers additional opportunities for participants of both the Management Education Program (MEP) and the Managing the Influence Program (MIP) to continue their learning, and to analyze strategy and execution of Agency-level initiatives such as Full Cost, One NASA, IFM and others and to present their recommendations to Agency senior leadership. During the program, participants will also hear presentations from Agency senior leaders and external faculty on Agency strategy and transformation, leadership and other relevant topics. In addition, participants will find time for reconnecting with colleagues and networking.

## MANAGING THE INFLUENCE PROCESS (MIP)

**Target Audience:** Individuals who would be candidates for the Management Education Program (MEP) but who do not have any direct reports/subordinates.

**Prerequisites:** Designed for GS 14-15 level personnel.

**Format:** 10-day residential program.

**Program Overview:** Provides skills in influencing people who are not direct subordinates using lectures and discussions, hands-on exercises and case studies. Integrates models of influence, feedback on influence practices, effective team performance, and personal development. Strategic perspectives, alliances, planning, and awareness are explored. Interpersonal problem solving skills, organization and teamwork are addressed through instruction and participant exercises. Personal development is emphasized through sessions on managing stress, focused awareness, and personal assessment. Senior NASA leadership presentations provide a focus on skill application in the NASA environment including the past and future. A major topic is organization simulations focusing on creativity, innovation, strategy, and teamwork.

## STRATEGIC BUSINESS MANAGEMENT (SBM)

**Target Audience:** Senior NASA managers.

**Prerequisites:** Graduates of the Management Education Program (MEP) or Managing the Influence Process (MIP) and Senior Executive Service Candidate Program or Senior Executive Service Leadership Program participants.

**Format:** 5-day residential program integrates management tasks and processes combining lectures, a computer simulation, process consultation, assessment instruments, group discussions, and action/reflection.

**Program Overview:** Teams of five participants use the computer simulation to plan and manage a company for two to three years. A realistic environment is provided covering operations, vendors, personnel, a market, competitors, and realistic problems. The simulation provides a laboratory to practice and improve interpersonal and team behaviors in cross-functional teams. Participants are provided the ability to recognize when to focus on tasks or processes; business analysis for strengths and weaknesses; developing a business vision and strategy for change; and creating an integrated business plan and budget. Skills are developed in identifying, planning, and implementing projects to meet strategic goals and using management reports and forecasting tools to track progress and meet plans. Improving team performance and interpersonal effectiveness are addressed as well as the identification of complex trade-offs in decision making.

## SES LEADERSHIP PROGRAM (SESLP)

**Target Audience:** NASA SES leadership personnel, SESCDP candidates, STs, SLs, and JPL SES equivalent personnel.

**Prerequisites:** None.

**Format:** 3½-day residential program is highly interactive and primarily focuses on dialogue between participants, small group learning teams, and a follow-up assignment.

**Program Overview:** Provides a forum for the SES leadership of NASA to understand, debate, discuss, and internalize NASA's strategic direction and initiatives. Discussion sessions facilitate dialogue between participants about the application of concepts, tools, and techniques in their own organization. Senior NASA leadership provides an overview of the current environment, strategic direction, and expectations of the SES corps. The state of major programs, major change initiatives, and cultural, leadership, and structural challenges in achieving NASA's vision and mission are explored. Recommendations for systems that facilitate change, the role of SESers in leading and implementing cultural and strategic change, and their role and commitment to leading change in their own organization are addressed in-depth.

## THE HUMAN ELEMENT (THE)

**Target Audience:** NASA managers and staff. Greater benefit is realized if workgroup or NASA program colleagues attend together.

**Prerequisites:** None.

**Format:** 6-day residential workshop is the most advanced interpersonal skills training NASA offers. It is interactive and experiential but well structured. Methodologies include lectures, self-assessment instruments, guided imagery, feedback, and nonverbal activities.

**Program Overview:** The workshop was designed by Will Schultz to enable participants to experience increased self-awareness and self-esteem based on his 1995 book *The Human Element: Productivity, Self-Esteem and the Bottom-Line*. Highlights include Truth and Choice as problem-solving tools for understanding human behavior; defense mechanisms; health and illness, the mind-body connection; and concordant decision-making. Behaviors and feeling are addressed in the interpersonal behaviors of inclusion, control, and openness; interpersonal feelings of significance, competence and likeability; and self-application in the self-concept and self-esteem. Team compatibility and work relations topics are particularly useful to colleague groups.

## THE HUMAN ELEMENT FOLLOW-ON (THE-F)

**Target Audience:** NASA managers and staff in leadership positions who want to develop their leadership skills and become more skillful in implementing the principles taught in The Human Element.

**Prerequisites:** Completion of The Human Element (THE) is mandatory.

**Format:** 5-day residential workshop offers advanced interpersonal skills training. THE-F is interactive and experiential but well structured. Methodologies include lectures, self-assessment instruments, guided imagery, feedback and nonverbal activities.

**Program Overview:** The workshop builds on the foundations of THE and provides tools and skills for application to difficult situations encountered at work and for providing greater personal insight. Participants address personal blocks that get in the way of their creativity and productivity and hone interpersonal skills. Highlights include a review of Truth, Choice/Accountability, and Awareness as tools for understanding human behavior; skill development in work applications; tools for decreasing defensiveness; and the nature of change, blocks to change, and supporting the change process. Personal development is addressed through tools for changing one's own self-concept and enhancing leadership style through understanding self-styles and the concept of the shadow. Application of principles to team management, coaching, conflict resolution, concordant decision-making, and team compatibility and high performance are also presented.

***Information:*** Registration – contact your Center Training Office. For additional information contact RGI at 703-820-4900 or [rgi-inc@earthlink.net](mailto:rgi-inc@earthlink.net).